CANADIAN COAST GUARD AGENCY

2007-2008 YEAR END REPORT

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MESSAGE FROM THE COMMISSIONER

This document provides a report on the progress made by the Coast Guard against its commitments for 2007-08, as outlined in its 2007-10 Business Plan.

The report is based on a detailed and extensive self-assessment by the Coast Guard Management Board and is based on the following criteria:

- ☐ Green: The project or deliverables were completed as planned and/or decision/approval was obtained by April 30, 2008.
- ☐ Yellow: The project or deliverables were not completed as planned due to external factors/or substantial progress has been made but the project or deliverables were not fully completed by April 30, 2008.
- ■ Red: The project or deliverables are substantially incomplete.

Commitments related to the 2007 Report of the Auditor General are flagged with the acronym AG.

To the best of my knowledge, this report represents a fair and accurate assessment of progress to date, based on information available at this time.

George Da Pont
Commissioner, Canadian Coast Guard

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FOCUS ON CLIENT SERVICE

1.0 Strengthening the CCG as a Client-Focused National Agency

1.1 Levels of Service Review

Objective:
Clear, precise levels of service that are understood by all Coast Guard managers and stakeholders, and applied consistently throughout the country. Through advisory boards, we will have an opportunity to develop a common understanding, assess existing levels of service and any perceived gaps as well as discuss requests for enhanced services that have been raised by external and internal users of our services.

Commitment	Lead		Results Achieved/Status
2007-2008			
Codify and reissue existing Levels of Service (LOS) Guidelines and, where applicable, existing service standards. Complete the Search and Rescue (SAR) Needs Analysis. Initial analysis and options will be available in June 2007.	AG	DG, MS	► Coast Guard re-issued its Levels of Service (LOS) document (June 2007). While the content of the guidelines and service standards has not been changed, the document was re-formatted and the wording clarified to make it easier to use and understand for both employees and clients. The LOS document is posted on the CCG Internet site.
	AG		► The Search and Rescue (SAR) Needs Analysis technical review has been completed. CCG has put forward a technical report containing various options and recommendations.
Start consultations with clients and stakeholders through advisory bodies on LOS Guidelines and the findings of the SAR Needs Analysis. This will identify existing variances in service delivery and take a structured approach to requests for enhanced services.	AG	DG, MS	► CCG held 32 sessions with clients to discuss CCG levels of service they received. ► Targeted and specific discussions have begun on the Search and Rescue (SAR) Needs Analysis, with SAR partners (such as the Canadian Forces and Canadian Coast Guard Auxiliary or CCGA).

1.2 Marine Service Fees Strategy

Objective:
Collaborate with the commercial shipping industry in developing options for the future of Marine Services Fees with the objective of putting forward a common recommendation to the Government.

Commitment	Lead	Results Achieved/Status

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☒ Project/Deliverables are substantially incomplete.

2007-2008		
Develop proposed way forward, including different options and secure government direction on recommended approach. This includes addressing the Arctic Fee issue.	DG, IBMS	► CCG and the marine transportation industry have met several times to discuss the future approach to the fees in a renewed engagement process through an industry-CCG/DFO working group. Meetings have also included discussions on options to address the Arctic Fee issue. ► CCG has put forward a discussion paper containing various options on how to move forward on the fees. ► Environment and transportation policy issues arising from these options required broadening government-industry discussions to include Environment and Transport Canada. This ongoing interdepartmental discussion is informing these options and the recommended approach to the fees. ► CCG has also been assessing options tabled by the industry in partnership with implicated departments, particularly Environment Canada and Transport Canada. ► CCG will continue to work with industry to bring forward to the Government an overall recommended approach.

1.3 Stronger Canadian Coast Guard Identity

Objective:
Strengthen pride in identity and traditions and reinforce the values and culture required to operate effectively as a national Agency.

Commitment	Lead	Results Achieved/Status
2007-2008		
Build a nationally consistent Internet presence.	DG, IBMS	► A CCG National website was launched. It has been restructured so that it is both more user friendly and nationally consistent.
Develop common communications material for external use and re-establish a twice-yearly national CCG newsletter.	DG, IBMS	► A brochure called "CCG at a Glance" providing a broad overview of the CCG has been developed as a national communication product. ► The Coast Guard has re-established its national newsletter (Echo). The first issue was released in September 2007 and a second edition of the newsletter will be a pictorial issue featuring the Coast guard in action planned for Spring 2008.
Finalize and implement Uniform Policy Guidelines.	AC, C&A	► The Uniform Policy guidelines have been approved following consultations with bargaining agents. The document is posted on the CCG Internet site. ► The rollout to Coast Guard personnel will take place in 2008-2009.

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1.4 Strengthening Management

Objective:
As an integral part of strengthening itself as a national Agency, the Coast Guard CCG must work toward national consistency in its planning, reporting and management practices.

Commitment		Lead	Results Achieved/Status
2007-2008			
Seek approval of an amended Program Activity Architecture (PAA) for use in all internal and external planning documents and systems to better align with our programs and activities and provide greater transparency on how funds are spent.	AG	DG, IBMS	► The amended Program Activity Architecture (PAA) has been approved by Treasury Board for use in all external and internal planning documents and systems, such as the Report on Plans and Priorities to Parliament. ► It enables the Coast Guard to demonstrate more clearly how it spends its monies and how it contributes to the strategic objective of providing Canada with safe and accessible waterways.
Develop a performance measurement and reporting framework in line with government principles regarding effective management and accountability.	AG	DG, IBMS	► A performance measurement and reporting framework has been developed for the Coast Guard as part of a larger government-wide effort to improve reporting of results to Canadians. ►The Coast Guard will include performance indicators and targets in its planning documents (Report on Plans and Priorities and Business Plan) for 2008-11 and will begin to report publicly against those targets in 2008-09.
Develop national practices and process:			
• Consistent terminology and definitions for key CCG assets and infrastructure.	AG	DG, ITS	► A CCG Asset Lexicon has been posted on the Intranet site for use by all of CCG.
• A financial coding structure consistent with the new PAA.	AG	DG, IBMS	► The Canadian Coast Guard coding structure is now consistent with the new Program Activity Architecture. ► Given the decentralized nature of the Coast Guard, the challenge was to ensure that it will be applied consistently across the Agency. This is now complete.
• Common protocols for salary data entry.	AG	AC, MAR	► 26 standard Salary Management Information System (SMIS) data entry practices were identified, of which only 7 are performed consistently. An analysis report was prepared, which demonstrates the differences and provides recommendations to standardize SMIS data entry. In 2008/09, practices will be developed for each process to ensure consistent use. Commencement of implementing new practices will begin in 2008 with completion in FY 2009-10.
Report on the relationship with HRCS and service levels provided to the Agency in each CCG region.		AC, NFLD	► Completed consultations with DFO, HRCS in all five CCG regions. A report on the CCG/DFO (HRCS) working relationship has been completed. This report will be posted on the CCG intranet.

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2.0 Support for Canada's Maritime Security Agenda

2.1 Continued Participation in the Federal Maritime Security Agenda

Objective:
Contribute significantly to maritime domain awareness capacities through its Marine Communications and Vessel Traffic Services and through its presence on all coasts, support on-water enforcement and responsiveness capacities by providing crews and vessels, and provide interagency and interdepartmental collaboration in support of maritime security.

Commitment	Lead	Results Achieved/Status
2007-2008		
Continue to participate in Government of Canada security agenda discussions and develop options for CCG support as required.	Deputy Commissioner	► CCG continues to participate with the federal security and intelligence community through the Interdepartmental Marine Security Working Group (IMSWG) and its standing committees (e.g., Strategic Planning, Maritime Domain Awareness, Safeguarding and Response) which are currently reviewing ongoing maritime security initiatives; identifying security gaps and mitigations; exploring improvements in interdepartmental coordination and information sharing; and developing a horizontal framework to measure performance. CCG is also working under the leadership of other federal departments and agencies such as the RCMP, to develop plans on maritime security for the Vancouver 2010 Olympics.
Continue work on implementation of the DND-led east and west coast Marine Security Operations Centres (MSOCs), and on the development of the RCMP-led Great Lakes-St. Lawrence Seaway MSOC.	Deputy Commissioner	► CCG is considered a key participant within the interdepartmental Coastal (East and West) Marine Security Operation Centres (MSOCs). CCG is providing vessel traffic management information in support of the preparation of a Recognized Maritime Picture of Canada's coast, and supporting the ongoing development of the Coastal MSOCs, which, under DND leadership, continue to build towards full operational capacity. As the MSOC project continues towards initial operating and eventually full operational capacity, the number of CCG and DFO (Conservation & Protection or C&P) participants in the Coastal MSOCs will be reflective of funding resources allocated by DND. ► CCG is also a participant in the establishment of the RCMP-led Great Lakes (GL) MSOC. The CCG has been assisting in the development of the GL-MSOC by participating on interdepartmental planning committees and introducing its vessel traffic management information as a component of the overall awareness of Great Lakes maritime security.
Deliver enhanced Marine Security Enforcement Team (MSET) training to relevant CCG employees.	DG, Fleet	► Enhanced Police Defensive Tactics and Law Enforcement Familiarization training has been delivered as planned. The courses, which included RCMP, were well received by participants.

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FOCUS ON EFFICIENCY AND EFFECTIVENESS

3.0 Fleet Renewal

3.1 Procurement of New Vessels

Objective:
Procure new vessels to replace those that are beyond their useful life, to improve maintenance of existing vessels through life-cycle management; and to manage the Fleet more effectively through better operational planning processes and the development of clear charging policies.

Commitment		Lead	Results Achieved/Status
2007-2008			
Issue contracts for the mid-shore patrol vessels approved in Budget 2006.	AG	DG, MCP	► A Request for Proposal (RFP) was issued in November 2006. Bids closed in March 2007. ► During the course of proposal evaluation it was determined that there was insufficient understanding between bidders and the Crown as to bid evaluation requirements to allow the process to be finalized. In the interest of fairness and the integrity of the procurement process, the initial solicitation was cancelled. ► A new RFP was released in December 2007 and closed in February 2008. Bids are currently under evaluation and contract award is targeted for Summer 2008.
Finalize procurement strategies for the vessels approved in Budget 2007 and begin the procurement process.	AG	DG, MCP	► **Mid Shore Patrol Vessel:** The formal approval to acquire four additional vessels and associated procurement strategy was received in December 2007. ► **Offshore Fisheries Science Vessel:** The acquisition of one additional Offshore Fisheries Science Vessel (OFSV) was announced in Budget 2007. The conceptual design work for the two OFSV that were funded in Budget 2006 has been completed in accordance with the approved procurement strategy. Consideration of the detailed implementation plan for the construction and delivery of all three vessels is slated for consideration in Spring 2008. The contract for construction is targeted to be awarded in Fiscal Year 2008-09. ► **Offshore Oceanographic Science Vessel:** The acquisition of one Offshore Oceanographic Science Vessel was approved in Budget 2007. Project planning work is underway with requirement documentation development currently ahead of schedule. Approval to fund the vessel design and project definition phase is targeted for consideration in Spring 2008.

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3.2 Improved Maintenance of the Existing Fleet

Objective:
Maintain its current fleet in accordance with government expectations to improve CCG asset capability, reliability, availability and value at minimum life-cycle cost.

Commitment		Lead	Results Achieved/Status
2007-2008			
Seek Treasury Board approval to establish new refit authority, within the major capital envelope, to facilitate planning and provide both in-year and year-over-year budget stability.	AG	DG, IBMS	► A new Refit Authority for the Canadian Coast Guard Agency has been approved by Treasury Board. ► All refit resources have been consolidated into one budget enabling improved budget management and facilitating better planning for vessels refits.
Deliver a strategy and plan for the implementation of a vessel survey program for use in developing refit work packages and vessel replacement strategies.	AG	DG, ITS	► Condition surveys of CCG's six highest priority vessels have been completed. The strategy and plan to survey remaining vessels (as warranted) is complete. These documents are available from the Director Engineering Services. ► These surveys will inform the Statement of Work (SOW) and planning for vessel refits to minimize vessel time out of service for Coast Guard and other client programs.
Develop and implement selected critical national standard vessel maintenance documentation. To include: 1) A set of standard refit specifications for the Type 1100 Class.	AG	DG, ITS	1) A set of standard refit specifications has been developed and following regional consultation the set of standard refit specifications will be formally issued in 2008-2009.
2) A plan for the development of standard refit specifications for remaining CCG vessel types.	AG		2) A plan for the development of standard refit specifications for remaining CCG vessel types has been put in place.
3) A plan for the development of standard maintenance plans for critical ship's systems.	AG		3) A plan for the development of standard maintenance plans for critical ship's systems has been put in place.
Conduct a study (Vessel Maintenance Management Review) relating to maintenance strategies, systems, procedures and operations in order to assess the current situation and to inform effective implementation of lifecycle management.		Special Advisor to the Commissioner	► The project report was presented to Coast Guard Management Board in early April. ► The report identified a number of areas of concern, which need to be addressed immediately and over the longer term. On-going activity to implement recommendations will be set out in the Coast Guard business plan.

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3.3 Fleet Operational Readiness

Objective:
Openly and transparently communicate to Parliamentarians and stakeholders the true financial and management resources required for a civilian Fleet that is ready and able to respond to Government of Canada requirements. Develop a new charging model as the basis for simplified service accords with clients, beginning with DFO Science and DFO Fisheries & Aquaculture Management (F&AM).

Commitment		Lead	Results Achieved/Status
2007-2008			
Develop new charging model and performance indicators for internal clients based on the concept of operational readiness.	AG	DG, FLEET	► The objective is to show in one place, the full cost of having a Fleet that is able to respond to Coast Guard needs and the maritime priorities of other government departments.
	AG		► The Agency's new Program Activity Architecture (PAA) Structure, including Fleet Operational Readiness, has been approved by the Treasury Board.
	AG		► Fleet has introduced a new Fleet Financial Framework and national costing model based on the concept of Fleet Operational Readiness reflected in the PAA.
	AG		► A Service Level Agreement working group has been established to promote discussions with DFO clients regarding service commitments, performance indicators, and new charging model. Draft service level agreements are currently being discussed. ► Timing of the finalization is dependent on obtaining full agreement of parties external to CCG.
Improve coding and business rules for the Fleet Activity Information System (FAIS) to meet Fleet and Client information requirements.	AG	DG, FLEET	► The coding and business rules have been changed in the Fleet Activity Information System for the Maritime Security component, meeting CCG Fleet and Client information requirements. ►The work is complete
Define requirements of fleet mission readiness.	AG	DG, FLEET	► The Fleet Mission Readiness framework is complete and published on the intranet.
Develop new Enhanced Fleet Planning Process integrated with Business Planning process.	AG	DG, FLEET	► An enhanced Fleet operational planning process was put in place for the 2007/08 Fleet Operational Plan, which integrated operational, technical, capital and financial planning to ensure alignment with the business planning cycle. ►The work is complete

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Publish a Fleet Annual Report for 2006-2007 that clearly depicts quantitative and qualitative analysis of the Fleet's performance.	AG	DG, FLEET		► The inaugural Fleet Annual Report was published in November 2007. Three printings (3000 copies) required to meet client, stakeholder, employee and public demand.

4.0 Continued Implementation of Modernization Initiatives

4.1 Aids to Navigation in the 21st Century (AtoN21)

Objective:
As an integral part of strengthening itself as a national Agency, the Coast Guard CCG must work toward national consistency in its planning, reporting and management practices.

Commitment		Lead		Results Achieved/Status
2007-2008				
The national targets for Aids to Navigation of the 21st Century (AToN 21) are as follows:				
• Increase conversion from 81% to 85% of lighted floating aids to Light Emitting Diode (LED)	AG	DG, MS		► The target has been reached. Over 87% of lighted floating aids have been converted to Light Emitting Diode (LED).
• Increase conversion from 73% to 75% of floating aids to plastic	AG	DG, MS		► The target has been reached. 75% of floating aids have been converted to plastic.
Develop business cases for:				
• Paint facilities	AG	DG, MS & ITS		► The baseline study of paint facility activities has been completed (MS lead).
	AG			► The next step, which is the development of the business case assessing the effectiveness and efficiency of CCG paint facilities, could not be completed as planned. It will be completed in 2008/2009 (ITS lead).
• Medium/large plastic versus steel buoys (national study).	AG	DG, ITS (Previously DG, MS)		► A study assessing the conversion of the medium-size steel-made buoys to plastic buoys has been completed. The results of this study are available on the CCG, ATON 21 Internet site. ► Concerning large buoys, a review of international applications of navigational buoy technologies was completed in December 2007. The results of this review are available on the CCG, ATON 21 Internet site.
• Regional service delivery for buoys and fixed aids	AG	DG, MS		► A total of eight (8) draft business cases assessing the benefits of contracting out were completed. Formal approval will be required and will be sought by the end of June 2008.

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Begin Consultations	AG	DG, MS		► Some consultations are underway. Structured consultations will take place once the business cases are completed.
Take the following Life Cycle Management and Equipment Standardization actions: • Develop national standards for the maintenance of short-range aids to navigation equipment, towers and buoys.		DG, ITS		► National short range aids to navigation equipment standards have been developed and posted on the CCG ATON 21 Internet site. Implementation phase activities started in March 2008.
• Develop a fixed aids Service Delivery directive.				► A Service Delivery directive for fixed aids is complete.
• Develop specifications for small and medium plastic buoys, 5 mile Light Emitting Diode (LED), and Synthetic Moorings (SM) under 600 lbs (272 Kg)				► Specifications for plastic buoys and the 5 mile LED, and synthetic mooring guidelines are completed.
• Develop guidelines for SMs exceeding 600lbs.				► The guidelines for Synthetic Moorings exceeding 600lbs are not complete. It will be carried over to next year to enable use of the results of a Fleet study on buoy handling on board vessels.
Develop draft of e-navigation (electronic navigation) vision for CCG for future consultations.		DG, MS		► A draft of a Coast Guard vision of e-Navigation has been developed in line with international definitions
Develop a strategy for the future of the Canadian Long Range Aids to Navigation (LORAN-C) service subject to the broader international approach to LORAN technology.		DG, MS		► A strategy for the future of the LORAN-C is under development but could not be completed as planned given recent international announcements on Loran-C that have to be taken into consideration.

4.2 Integrated Technical Services Strategy Project

Objective:
Develop and implement a national life-cycle materiel management system that will ensure that CCG assets are available, reliable, and safe and are provided at the lowest life-cycle cost.

Commitment		Lead		Results Achieved/Status
2007-2008				
Implement a nationally consistent regional organization *Note- See Section 5.2 "Standard Regional Organizations" for further information*	AG	DG, ITS		►**Note-** See Section 5.2 "Standard Regional Organizations" for further information.
Deliver a focused plan for the targeted, phased implementation of Maintenance Information Management System.	AG	DG, ITS		► A plan for the phased implementation of MIMS has been developed. ► A pilot phase will be concluded by October

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			2008 onboard five ships to demonstrate the feasibility of the software. ► Upon successful completion of the pilot phase, the software will be rolled out to all large ships (Mar 2009) with a view to achieving full national implementation by June 2010.
Complete Services Catalogue, with activity costs, to describe the range of CCG's Asset Management Services and allow the preparation of costed work plans and reliable business plan estimates.	DG, ITS		► A draft Services Catalogue has been prepared however further work is required to complete costing information.
Deliver a guidance manual that establishes the procedures and practices to ensure that resource management and the reporting of technical work are completed in a businesslike manner and conform to the Department's and CCG's requirements.	DG, ITS		► The guidance manual was completed and placed on the CCG Intranet site.
Complete the technical operating methodologies – Project Management, Risk Management, and Quality Management – that describe the program management procedures and practices.	DG, ITS		► The technical operating methodologies have been completed and posted on the CCG Intranet site.

FOCUS ON PEOPLE

5.0 Effective Management of Our Workforce and Workplace

5.1 Enhanced Human Resources and Succession Planning

Objective:
Strengthen its capacity and process for human resource planning and succession planning by taking on a greater role in human resource planning, including planning requirements for seagoing and shore-based personnel, as well as planning and organizing the delivery of training for all CCG employees.

Commitment	Lead		Results Achieved/Status
2007-2008			
Develop and implement one comprehensive national HR plan for CCG that includes Employment Equity commitments and strategies for recruitment and succession planning of critical groups.	Deputy Commissioner		► A comprehensive national Human Resources Plan has been developed and it includes Employment Equity commitments and strategies for recruitment and succession planning of critical groups. The document will be posted on the CCG Internet site.
Seagoing Personnel Career Development Initiative – Build capacity and program.	DG, FLEET		► Program is designed and its capacity tested with participation from every region.

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			► There are indications that some classification issues may arise during implementation.

5.2 Standard Regional Organizations

Objective:
Develop and implement a standard organization model to ensure national consistency in its organizational structure and entrench its core competencies in National Model Work Descriptions (NMWDs).

Commitment		Lead	Results Achieved/Status
2007-2008			
Obtain approval of standard regional organizations and migration strategy from CCG Management Board.	AG	DGs & ACs	► The standard regional organizations have been approved. ► Principles have been developed to guide CCG's migration to the SRO over time. ► Next steps are discussions with bargaining agents and communication with staff.
Develop National Model Work Descriptions (NMWDs) for technical and seagoing positions.	AG	DGs & ACs	► Seagoing National Model Work descriptions (NMWDs) have been developed.
	AG		► The majority of technical NMWDs are developed and the remainder will be completed in 2008.

5.3 Development of People

Objective:
Deal with risks associated with demographic shifts and ensuing retirements and, ensure the continuity of corporate knowledge and management capacity critical to our operations.

Commitment	Lead	Results Achieved/Status
2007-2008		
Create and staff one senior developmental position within each of the regional Assistant Commissioners' offices to help develop middle management capacity.	AC, NFLD	► The positions have been created and candidates have been selected in all regions.
Develop a national training strategy based on best practices. *Note- This is closely related to the Key Initiatives- Ongoing Services, Canadian Coast Guard College "Develop a plan to meet the training needs of the Agency in conjunction with the findings of the CCG HR Plan", ED, CCGC*	AC, PAC	► A draft Learning and Development framework, vision, and proposed action plan has been developed. ► Consultation with managers, employees and bargaining agents will take place in 2008-09.

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5.4 Address Operational Issues

Objective:
Address the most pressing operational human resources requirements to ensure the effective continuity of its services and to respond to the needs of our employees.

Commitment	Lead	Results Achieved/Status
2007-2008		
Develop a plan for a phased national implementation of the Performance Review System used in Quebec Region, which is a best practice.	Deputy Commissioner	► The plan has been developed and the Performance Review System is being implemented on schedule.
Develop strategic frameworks for collective bargaining with Ships' Crews.	DG, FLEET	► Complete. Negotiations ongoing.
Develop strategic frameworks for collective bargaining with MCTS Officers (ROs).	DG, MS	► Strategic Framework was developed for use in the negotiation process.

KEY INITIATIVES – ONGOING SERVICES

NAVAREAS

Commitment	Lead	Results Achieved/Status
2007-2008		
Finalise relevant documentation and implementation issues with the International Maritime Organization in order to obtain final international endorsement for Canada to implement Global Maritime Distress and Safety System (GMDSS) NAVAREAS in the Arctic.	DG, MS	► International approval of the new Canadian administered Arctic NAVAREAs was obtained at the IMO Maritime Safety Committee 83rd Session held in October 2007. ► Final implementation issues were discussed at the IMO COMSAR 12 meeting in April 2008. A detailed implementation plan will be developed following COMSAR 12. ► Service is planned to begin internationally in January 2010.

SAR Needs Analysis

Commitment	Lead	Results Achieved/Status
2007-2008		

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Complete the Search and Rescue (SAR) review and begin consultations as part of the Levels of Service Review.	DG, MS		*Note - Please see Section 1.1 "Levels of Service Review" for further information.*

Renewal of the CCGA Contribution Agreement

Commitment	Lead		Results Achieved/Status
2007-2008			
Renew the CCGA Contribution Agreements.	DG, MS		► Authority to renew the Contribution Program has been received from Treasury Board. ► The five-year term Contribution Agreements with the six Canadian Coast Guard Auxiliary corporations have been signed.

CCG Environmental Response Review

Commitment	Lead		Results Achieved/Status
2007-2008			
Review the national environmental response strategy.	DG, MS		► The review of the Environmental Response strategy document is on schedule. A draft will be released for public consultation.
Enhance spill response capacity in the Arctic	DG, MS		► CCG has concluded an assessment of response capacity in the Arctic (equipment, people, systems), as well as, a strategy to ensure the most effective and efficient environmental system for addressing the unique requirements of Canada's Arctic region. An action plan was completed in 2007-08 which lays out the detailed implementation through 2009/2010.

Brigadier General M. G. Zalinski

Commitment	Lead		Results Achieved/Status
2007-2008			
Conduct an assessment and develop a risk-based action plan to deal with the matter.	DG, MS		►The assessment and the action plan have been completed. ►Proposals have been received by salvors and will form the basis of a request for funding.

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■ Project/Deliverables are substantially incomplete.

Canada Shipping Act (CSA) 2001

Commitment	Lead	Results Achieved/Status
2007-2008		
Ensure functional specialists have the necessary training, authorities and tools to deliver CCG's pollution prevention and\or response activities required upon formal promulgation of CSA 2001.	DG, MS	► All Pollution Prevention Officer (PPO) cards obtained by the authority of the old Canada Shipping Act (CSA) and previously held by CCG personnel are null and void under the new CSA 2001. As an interim measure, officers who previously held PPO designations have been designated as Pollution Response Officers (PRO). ► The new PRO powers are focused around the Department's role as lead federal agency responsible for ship-source marine pollution and will enhance CCG's ability to respond to actual and potential marine pollution incidents. ► A PRO training course has been developed and a pilot course delivered.

Improved Maintenance of Existing Shore-based Infrastructure

Commitment	Lead	Results Achieved/Status
2007-2008		
Establish Centres of Engineering Expertise pilot projects in each of Québec and Pacific regions.	DG, ITS	► Candidate pilot projects were identified in both Quebec and Pacific Regions, however due to emerging priorities this initiative was deferred to 2008-09. The Quebec pilot (Centre of Engineering Expertise for hydraulics) will go forward in 2008-09.
Ensure acquisition of standardized maintenance documentation with the purchase of all new CCG shore-based assets.	DG, ITS	► The requirement for standardized maintenance documentation is now included in Statements of Work for the acquisition of all new shore-based systems.
Develop the plan for condition assessment of high risk remote navigation and communication sites, and based on plan, produce an inventory with the assessment of prioritized actions that may be required.	DG, ITS	► An inspection plan and condition reporting template were promulgated. High risk sites have been identified by Regions and the information was collated nationally. Further refinement of the site list needs to be completed before an inventory with prioritized actions can be completed.
Develop the plan for the development of maintenance plans for shore-based infrastructure.	DG, ITS	► This item will not progress as initially planned, given that this objective will be achieved through other initiatives and projects such as the Asset Management System and Engineering and Maintenance Manuals.

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CCG College

Commitment	Lead	Results Achieved/Status
2007-2008		
Transfer the recruitment and Officer-cadet Management programs from Fleet Headquarters to the College.	ED, CCGC	► The transfer has been completed.
Develop strategies to recruit high-quality instructors for all programs.	ED, CCGC	► Selection processes are underway to fill vacant instructor positions at the Canadian Coast Guard College.
Develop a plan to meet the training needs of the Agency in conjunction with the findings of the CCG HR Plan. *Note- this commitment is closely related to Section 5.3 Development of People "National Training Strategy Based on Best Practices" - AC, Pacific.*	ED, CCGC	► The Canadian Coast Guard College could not finalize its long term College Training Plan until the Agency's overarching multi-year Human Resource Plan was completed. ► In the interim, the College consulted client groups to establish their training needs and developed scheduled training offerings for the Coast Guard for the 2007-08 Reporting period. ►Reflected in the HR Strategic Plan and the Training Strategy.

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